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**STUDY OF LESSONS LEARNED IN EXISTING SPACE INSTITUTES
AND CENTERS**

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During the past year, the National Aeronautics and Space Administration (NASA) has been engaged in a major restructuring and reengineering activity in response to budget reductions and heightened concern with government program effectiveness. Out of this has come a recommendation [1] to move toward the formation of a number of Science Institutes as a strategy to privatize much of what is now done as in-house science. The goals of these changes are to improve and strengthen the science program and to form a stronger alliance between the wider scientific community and NASA's engineering and scientific resources.

NASA's Marshall Space Flight Center participated in these studies and conducted their own in-house investigation. In particular, a Marshall leadership team looked at existing institutes and lessons which could be learned from them. Their efforts were in preparation for a Microgravity Institute (and other possible institutes) which top level NASA plans indicate may be developed in relation to existing activities at Marshall.

Within the past year, leaders in the Georgia Tech Research Institute provided assistance to Marshall in collecting and interpreting information to feed into NASA's assessment efforts. GTRI staff prepared the following documents and sent them to Dr. Ann Whitaker, the principal point of contact at NASA Marshall:

Document	Date
Notes on interviews with James Faller of the Joint Laboratory for Astrophysics	June 12, 1995
Notes on interviews with Ron Greenwood of the Global Hydrology and Climate Center	June 28, 1995
Notes on interviews with David Black of the Lunar and Planetary Institute	July 5, 1995
Notes on interviews with Paul Coleman and Bernard Minster of the Institute of Geophysics and Planetary Physics	July 10, 1995
• Planning for Effective Space Institutes: Lessons Learned from Existing Institutes	August 11, 1995 October 27, 1995 (Rev.)
Planning for Outreach in NASA Space Institutes: 1) Shaping and Conducting Educational Outreach Programs 2) Supervising and Training Researchers and Students	August 24, 1995
Character of Staff	September 1, 1995
Funding and Business Aspects - Managing for Substantive Participation by NASA, Universities, and Industry	October 27, 1995
Ideas on Measures of Performance for Scientific Staff and Organizations Associated with NASA	April 17, 1996

All of these are self contained and do not require summary here.

References

1. National Aeronautics and Space Administration, "NASA Science Institutes Plan, Report of the NASA Science Institutes Team," February, 1996,
<ftp://ftp.hq.nasa.gov/pub/oss/inst/>.